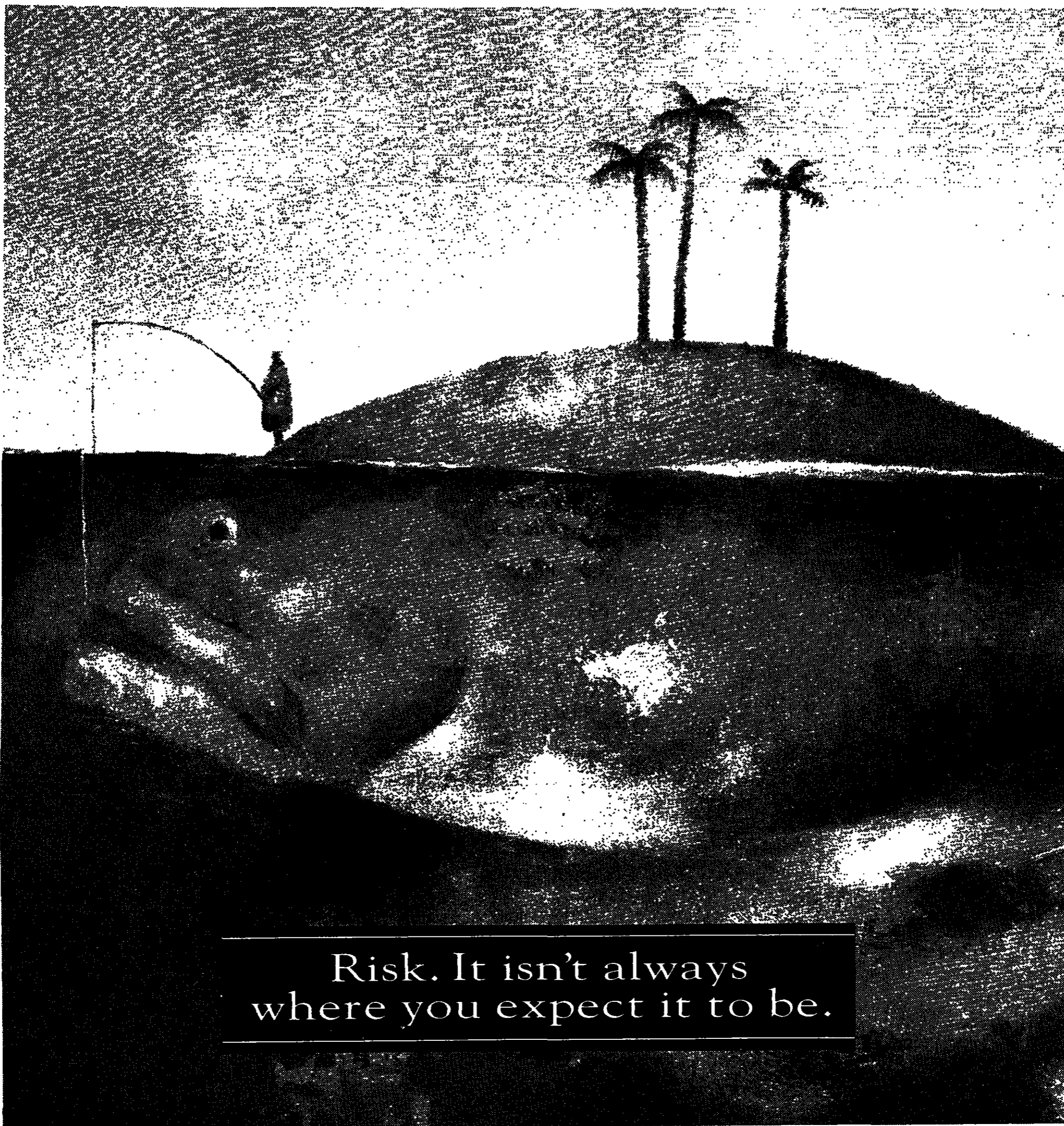


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Icelandic fishing boat seized in Atlantic

An Icelandic-owned fishing vessel is being detained by British authorities after it was apprehended for alleged illegal fishing activity in disputed waters near Rockall island - about 200 miles west of the Outer Hebrides.

The boat is understood to be Cypriot-registered with a Faroese crew. It is being held in Stornoway Harbour on Lewis in the Outer Hebrides.

The trawler, known as the Rex, was spotted by a Scottish Fisheries Protection Agency plane about 150 miles west of Rockall, which has been claimed as British territory since 1966.

An agency patrol boat and the Royal Navy vessel HMS Orkney escorted the Rex to Stornoway Harbour.

According to the Fishery Limits Act, any unlicensed foreign vessel caught fishing within 200 miles of British territory is breaking the law.

Ownership of Rockall, which is uninhabited, is disputed. Iceland and Denmark claimed in 1985 that Rockall and the waters around it fell within a "continental shelf boundary" around their countries which would give them territorial rights over the outcrop of rock but this was disputed by London.

Motoko Rich reports on the latest incident to highlight the disputed status of Rockall island - lying 200 miles off the Scottish Hebrides - and of interest to Ireland, Denmark, Iceland and the UK itself

Ireland also rejects Britain's claim to the island, which is no more than a few hundred square yards large.

The Foreign Office said: "As far as we are concerned it is not disputed at all."

European Union officials made no comment on Britain's claim and the United Nations said it does not take a position on disputed territory unless complaints are taken to arbitration or to the International

Court of Justice in the Hague. No claims have been filed at the court.

The waters around the island are valuable for fishing yields and because there is strong evidence of oil about one kilometre below the island.

According to legal authorities in Stornoway, the Rex entered the 200 mile zone about 11 days ago and had "thousands of pounds" worth of fish on board.

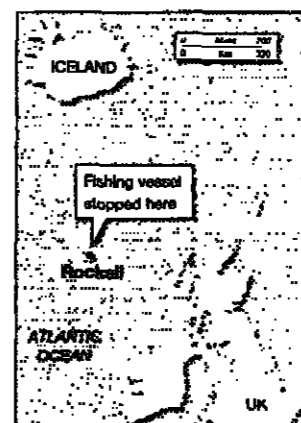
A summary complaint for violation of the Fishery Limits Act will be served today against the master of the vessel in Stornoway Sheriff Court, Stornoway.

The vessel will be detained until legal proceedings are concluded and the skipper of the trawler could be liable for a fine of up to £50,000.

Icelandic authorities were not immediately available for comment.

Later last night, Mr Helgi Agustsson, the Icelandic ambassador to Britain, said Iceland had offered the vessel's owners help in finding legal assistance in order to meet the charges placed against them.

Iceland maintains that uninhabited rocks are not a basis for the extension of fishing limits, but the government is not planning to file a claim on Rockall with the International Court of Justice or elsewhere.



Mr Punch may get last laugh

By Raymond Snoddy

Stories about the death of Mr Punch, a battered remnant of the traditional British sense of humour, have it seems been greatly exaggerated after all.

Two years after United Newspapers quietly interred the 150-year old humour magazine because of its mounting losses Mr Punch is showing signs of life again.

Mr Gary Smith, chief executive of Winchester, the merchandising company which owns the worldwide rights to the cartoon series Love is... is believed to be, together with cartoonist Mr Bill Tidy, in advanced negotiations with United.

The assets not only include the title but a library containing bound volumes of every issue of the magazine, more than 2,000 original cartoons and the lunch table where the very famous were encouraged to carve their names. Many of the cartoons are still in demand for use in other publications. Mr Smith said yesterday: "We never comment on market rumours."

During its long history Punch rejected all the submissions of Charles Dickens but encouraged the work of P.G. Wodehouse.

The recent history of the magazine has been one of sad decline. From a peak of about 175,000 in the 1940s it fell below 100,000 in 1976 and reached an average of only 33,000 in 1991.

The magazine suffered from a reputation of being a dentist waiting room publication and from growing competition from sharper-edged publications such as Private Eye.

The British sense of humour may also have changed.

London and Dublin seek united front over Ulster

By David Owen and Tim Cooney

London and Dublin yesterday sought to present a united front over their joint Northern Ireland peace initiative, after weekend remarks by Mr Dick Spring, the Irish foreign minister, had raised fears of a rift between the two sides.

Senior ministers from both countries, including Mr Spring, joined forces to emphasise that there could be no negotiations with Sinn Féin, the political wing of the Irish Republican Army, without a permanent end to IRA violence.

Meanwhile, Sir Patrick Mayhew, the Northern Ireland secretary, edged towards accepting Mr Spring's weekend message that a temporary IRA ceasefire would be "a step in the right direction". A temporary ceasefire would be "better than violence," he said.

Their efforts came as Rev Ian Paisley, leader of the hardline Democratic Unionist party, emerged from a stormy meeting with Mr John Major to declare that June's European elections in Ulster would in effect be a referendum on the Downing Street Declaration.

The DUP leader - whose party is boycotting the political talks process coordinated by Mr Michael Ancram, the Northern Ireland minister - traditionally secures the biggest vote in European elections in the province. Three MEPs are elected on the basis of a single poll.

Mr Ancram, who attended yesterday's meeting, said Mr Major "took Rev Paisley to task" for misinterpreting the joint declaration on a number of occasions.

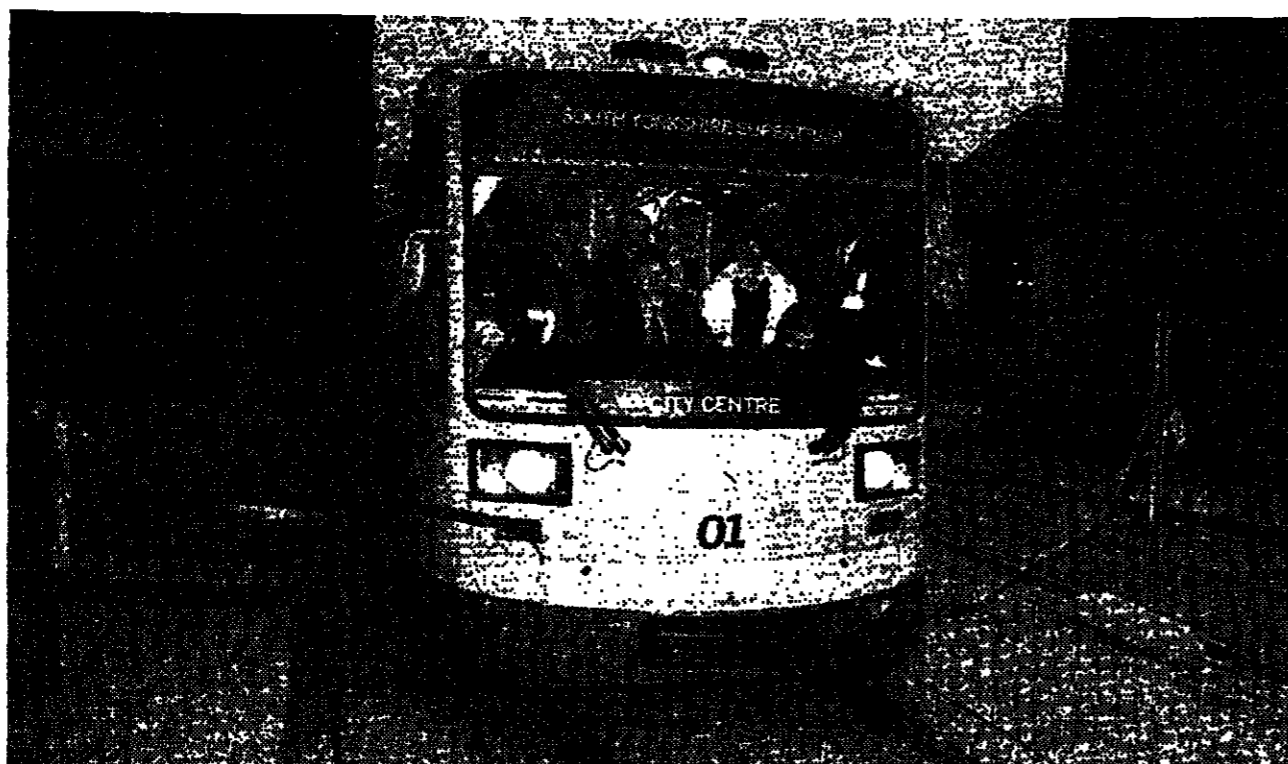
He said areas of common ground were "fairly few and far between" in the course of a "very frank" 30-minute meeting.

Downing Street officials said Mr Major told Rev Paisley and his DUP colleagues that he had a UK-wide mandate for the task of stopping the day-to-day horror in Northern Ireland.

Speaking after an hour of talks in Dublin, Mr Spring and Mr Douglas Hurd, foreign secretary, emphasised that there would be no negotiations with Sinn Féin unless there was "a clear and unequivocal renunciation of violence" by the IRA.

But Mr Spring reiterated that Dublin would seek to build on any temporary IRA ceasefire. "We would want to convince those involved in a temporary ceasefire that they should go all the way," he said.

Mr Hurd used a speech in Dublin to the Institute of European Affairs to argue that the relationship between Britain and Ireland had been transformed and was "no longer transfixed by difficulties rooted in the past."



Sheffield, northern England, re-entered the age of the urban tram yesterday when its "Supertram" made its debut on a track between the city centre and the Meadowhall shopping complex. But members of the public were not allowed to travel on the first tram which was for invited guests only - fare-paying passengers took the return trip. Several British cities are planning tram services.

Britain in brief



£2.2bn spent on foreign acquisitions

UK companies spent £2.2bn on acquisitions of overseas companies in the fourth quarter of 1993, according to figures published by the Central Statistical Office yesterday. Over 1993 as a whole, expenditure on overseas acquisitions was £9.3bn, compared with £7.2bn in 1992.

While the value of transactions increased in 1993, the number of individual deals fell to 452, from 679 in 1992. The CSO said that US acquisitions accounted for 53 per cent of the total value of deals done during the year, compared with 29 per cent in 1992.

Expenditure on UK acquisitions by overseas companies rose to £4.7bn, from £4.1bn in 1992.

Trade union bank results

Unity Trust, Britain's trade union bank, suffered a drop in the size of its retained profit to £104,000 in 1993, it announced yesterday in its tenth year of operation.

This compared with a £364,000 retained profit in 1992 and was due to the bank's bad debt provision.

The bank's operating profit before bad debt provision and taxation was £2.3m last year, compared with £1.7m in 1992. Its operating income rose to

£7.18m last year from £6.08m in 1992.

Last year the bank wrote off £5.72m of bad debt against earlier provisions.

"None of these provisions arose from loans to our trade union customers," said Mr Gordon Beesley, the bank's managing director yesterday. He blamed the decrease in property values in respect of security offered by the bank's corporate customers.

Biggest union to keep fund

The Transport and General Workers Union, the largest union affiliated to the Labour Party, is today expected to announce an emphatic vote in favour of retaining a political fund, which allows it to finance political activities.

Following legislation in the early 1980s all unions with political funds have to ballot every 10 years on whether to keep them. Almost all unions won endorsement for their political funds in the first round of elections and several established them for the first time.

In this second round of elections, most of which will have to be completed by the end of next year, two unions - the AEEU craft union and the ST8 telecommunications union - have both voted overwhelmingly to keep their funds.

One mile and no more...

A new car with just one mile on the clock when it left a showroom was written-off just three hours later. The gleaming blue Rover 214 was left perched on top of a stone wall near Macclesfield, Cheshire, central England, after it was involved in a smash with a

lorry. The car spun off the road and landed on the wall, leaving the driver with serious shoulder injuries and the passenger with a broken wrist.

27 arrests over motorway link

Police arrested 27 people yesterday after protesters opposed to the building of a motorway link road forced their way into one of the houses on the proposed route.

Security staff guarding the house in Leytonstone, in the suburbs of east London, raised the alarm after the protesters, who are campaigning against the M11 extension through the area, arrived shortly before midnight. Those arrested were later released on police bail.

BBC World TV in Asia deal

BBC World Service Television's broadcasts from London to northern Asia will cease in a month's time after a deal was signed yesterday between the Corporation and Mr Rupert Murdoch's News Corporation.

Under the deal the BBC will give up its broadcasts to north eastern China, Hong Kong, Taiwan, Korea and Mongolia on the northern beam of the Star TV satellite system from April 17.

In return, Mr Bob Phillips, BBC deputy director general and chairman of World Service Television, has negotiated a contract extension to preserve broadcasts to India, Bangladesh and Pakistan.

Both the BBC and News Corp had the right to terminate the Star contract by the end of this year and Mr Murdoch, who bought control of Star last year, made it clear he wanted the BBC off the system.



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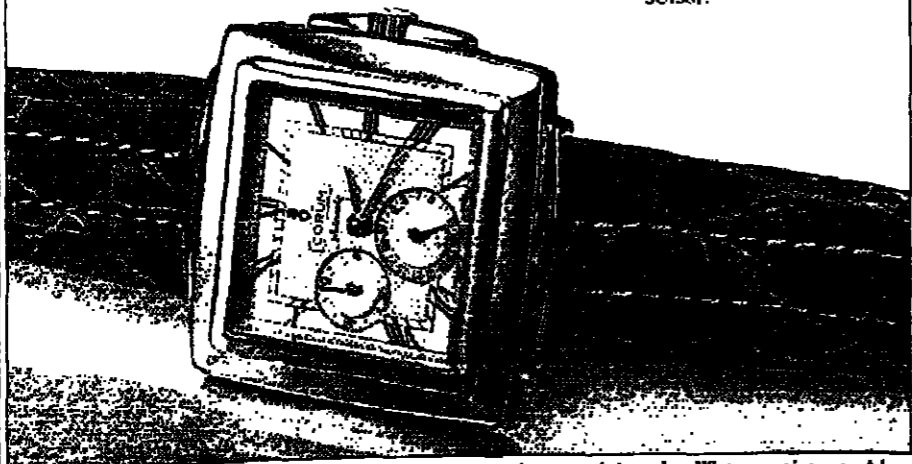
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NEWS: UK

Smaller trade deficit hides trend in volumes

By Philip Cogan,
Economics Correspondent

The UK's visible trade deficit with non-European Union countries narrowed to £272m in February, from a revised £788m in January. But the improvement disguised a continued deterioration in trade volumes.

Over the three months to February, the volume of UK imports (excluding oil and erratic items, such as aircraft and precious stones) was 3.5 per cent higher than in the previous three months, while exports rose by only 2 per cent.

Import volumes in February were the highest ever recorded. The Central Statistical Office estimates that, on a trend basis, import volumes are rising by 1 per cent a month, while exports are broadly unchanged.

The deterioration in volume terms has been disguised by an improvement in the terms of trade. British exporters have been increasing their prices, while import prices have been falling. Over the three months to February, export prices were 7 per cent higher than in the same three months a year ago, while import prices were 1.5 per cent lower.

The main reason for the improvement in the headline

figure in February was the oil balance, which improved to a surplus of £14m, from a deficit of £75m in January. If oil and erratics are excluded, the trade deficit actually widened to £273m in February, from £612m in January. In the three months to February, the deficit, excluding oil and erratics, was £1.76bn, compared with £1.71bn in the previous three months.

One encouraging trend is that, according to the CSO, imports of intermediate and capital goods increased in the three months to February, while imports of consumer goods, excluding cars, fell. This suggests that the rise in imports is due to manufacturers expanding capacity and not a consumer boom sucking in imports.

Mr Kevin Gardiner, UK economist at Morgan Stanley, said the outlook for exports was relatively bright, as world trade grows and Britain remains competitive.

Figures for trade outside the EU are compiled separately, and published earlier, than those for trade with Britain's EU partners.

The EU figures for December were published earlier this month and showed a sharp deterioration, with a deficit rising to £303m, from £543m in

November. The EU figures are compiled under a new Intrastat system, based on value added tax, and the statistics are regarded as unreliable.

Consumer confidence continues to decline as April's tax rises approach and is now at a four-year low, according to a new poll, adds Graham Bowley.

In its March survey of consumer confidence, Gallup found that 42 per cent of people think their household's financial position will deteriorate over the next 12 months, whereas only 17 per cent think it will improve. The balance of pessimists over optimists has now fallen for two successive months and is the worst since April 1990.

While 23 per cent of consumers think the general economic situation will improve over the next 12 months, 40 per cent say it will deteriorate. The negative balance of 17 per cent is the lowest since February 1993.

The balance of people expecting a rise in the jobless number over those expecting a decline in the next twelve months is 44 per cent, up from 33 per cent in February.

The survey of 2,029 people was conducted by Gallup on behalf of the European Commission between March 3 and 15 1994.

Farmers show a high rate of suicide

By Alison Maitland

Stress, loneliness and depression are rife in Britain's rural communities and farmers have one of the highest suicide rates of any occupational group, a conference in Warwickshire heard yesterday.

The suicide rate among male farmers and farm workers, is 187 per million, nearly twice the national average of 110 per million. Some 39 per cent of these suicide victims use shotguns or other firearms, easily available on the farm. Only vets, who often share the rural isolation and have access to drugs, have a markedly higher level of suicides.

"Farmers are up there with vets, dentists and pharmacists as the groups having the highest suicide rates," said a spokeswoman for the National Farmers' Union.

The conference on rural stress, organised by a coalition including the NFU, the Department of Health, the Ministry of Agriculture and the Samaritans, heard that the causes included poor rural services, long working hours, unpredictable weather and a sense of having little control over the future of the farming business.

The decline of agriculture has already cut the farming workforce by more than half to 622,000 in the past two decades. People are leaving the land at an average of about 6,000 a year, putting added pressure on those who remain.

Now the industry faces further change, with the reform of the Common Agricultural Policy and the conclusion of a world trade deal likely to lead to more production cuts and greater rural unemployment.

The Department of Health is funding a two-year research project by Oxford University to look at the causes of rural stress and how it might be eased. Health professionals will be encouraged to learn more about problems facing farming so they can discuss these when they detect signs of stress.



Cafe society: Dino Carpanini's Tonypandy cafe is one of the few with a prosperous future and an willing heir

Cappuccinos run dry in the valleys of South Wales

By Jim Kelly

One of Europe's more bizarre cultural hiccups gave the grim industrial valleys of South Wales a sprinkling of small Italian cafes. The Brachis, as they were called after the founding family, sold espressos and hot pies to the boom towns of coal.

But today they are in decline. From a peak of 70 in Pontypridd and the Rhondda Valley, they have fallen to about 15, as the forces of recession and cultural change wipe them from the landscape. "They

came with coal and they are going with coal," says author Colin Hughes, whose book *Lime, Lemon and Sarsaparilla*, chronicles their story.

A century ago, immigrants came to Wales from Bardi, in northern Italy, fleeing rural poverty. Mr Hughes has traced the immigrants to London, as early as the 1840s, where they worked as organ grinders. Later they transferred the same employment unit, of adult and working boy, to the newly founded Welsh cafes. Their integration into the host commu-

nity was remarkably good - says Mr Hughes - because the Bardianni would sit and talk with their customers, earning their trust and friendship.

The first and second generations were happy to work in the cafes, but members of the third are moving on to professional careers. Giuseppe Antoniazzi, whose cafe is in Caerphilly, wants to retire. "It is time to put down tools and enjoy myself," he says. His premises will be let, as his sons are pursuing careers such as accountancy.

Shipyard promises sought

By Chris Tighe in Newcastle

The French-owned company hoping to buy Swan Hunter, the Tyneside shipbuilder in receivership, said yesterday it would not bid for the company unless it received immediate firm assurances about the Ministry of Defence's future policy on awarding naval contracts.

Constructions Mécaniques de Normandie said it wanted written confirmation, preferably from defence procurement minister Mr Jonathan Aitken, that if it bought Swan Hunter:

- it would be allowed to tender for future MoD contracts;
- its tenders, provided they were competitive, would be given equal consideration to

those from rival UK yards.

● The MoD's Defence Export Services Organisation would support it in the export field.

CMN is the only company so far to confirm it intends bidding for Swan Hunter, in receivership since last May. March 24 is the MoD's deadline for tenders for the Sir Bedivere refit, a contract worth around £30m. While in receivership Swans cannot win unless its tender is underwritten by a prospective purchaser. A bid for Swans from CMN or any other company is likely to be conditional on winning Sir Bedivere.

Mr Fred Henderson, leader of the CMN bid, said that despite receiving "lots of verbal

come-on" during months of talks with the MoD, CMN had not received categorical assurances on future policy.

Unless obtained in writing by tomorrow CMN would not bid for Swan Hunter and would not underwrite its Sir Bedivere tender.

"There's no point making a final bid for the yard unless we get these assurances," he said.

The MoD said it had no objection to Swans in foreign ownership bidding for MoD work provided it was on a sound financial footing, could comply with national security arrangements and guarantee any MoD work would be done in the UK. "The situation is quite clear," it said.

Receivers finish Leyland Daf sale

By Kevin Done,
Motor Industry Correspondent

The administrative receivers yesterday completed the sale of the final part of Leyland Daf, the former UK subsidiary of Daf, the Dutch commercial vehicle maker, which collapsed 14 months ago with debts of more than £1.3bn (£1.1bn).

It is understood that the receivers have raised around £110m net from the sale of the various Leyland Daf businesses, but it is unlikely that there will be any payment to ordinary creditors.

After the payment of preferred creditors, the Daf bank consortium led by ABN-Amro of the Netherlands which

includes National Westminster, Lloyds and Barclays is expected to receive around £100m.

The administrative receivers Mr John Talbot and Mr Murdoch McKillop of Arthur Andersen have succeeded in securing the survival of all the elements of the former Leyland Daf business by splitting it up into more than 10 independent units. Around 2,760 jobs have been saved from the 5,300 people employed by Leyland Daf in the UK.

The final piece of the jigsaw was completed yesterday, when the former Leyland Daf test track and technical centre at Leyland, Lancashire was sold to a combined management buy-out and buy-in team.

The first breakthrough in the UK receivership was achieved in late April last year when the receivers sold the former Leyland Daf van operations based in Birmingham to a management buy-out team, a move that saved around 1,000 jobs.

The key to the viability of the rest of the UK operations was the early rescue last year by the Dutch and Flemish governments of the former Daf heavy truck operations in the Netherlands and Belgium, which are now trading as Daf Trucks. This company is the main customer for the Lancashire-based Leyland Trucks, which was sold to a management buy-out team in June last year. Leyland Trucks, with a

workforce of 650, sells its Leyland Daf 45 series of light trucks, through the Daf Trucks European dealer network.

The receivers created separate rescuees for:

- the former Leyland Daf spare parts sales and distribution business in Chorley, Lancashire with 350 jobs, which is now trading as Multipart Distribution;
- the components manufacturing businesses in Glasgow and Leyland now trading as Albion Automotive;
- the six African subsidiaries sold to local African businesses;
- the sale of the engine reconditioning plant in Lancashire to British Polar Engines.

This announcement appears as a matter of record only.



A member of the Pilkington Group

BZW Division acted as financial advisor and agent to Libbey Owens Ford in the placement of \$11,475,000 senior secured notes and equity in a leveraged lease for its Sherman, Texas glass fabricating facility.

January 1994



BZW Division provided a \$1.2 billion variable amortization interest rate swap to GMAC.

December 1993



BZW Division acted as sole agent and arranger in the structuring and syndication of a \$3 per \$100 million revolving credit facility for the Libran Corporation.

December 1993



BZW Division acted as financial advisor to American National Can Company in the placement of \$300 million senior notes.

November 1993



Renaissance Energy Company

BZW Division acted as sole arranger and agent in the structuring and syndication of a \$400 million revolving credit facility for the Renaissance Energy Company.

August 1993



Barclays de Zotte Wedd Inc. initiated the sale of Reneer Films Corporation, a subsidiary of The Goodyear Tire & Rubber Company, to GenCorp Inc. and acted as exclusive financial advisor to The Goodyear Tire & Rubber Company.

July 1993



BZW Division provided \$3 million in subordinated debt with warrants to Border Foods Inc.

July 1993



BZW Division acted as financial advisor and placement agent to The United Telephone Company of Pennsylvania in the placement of \$32 million first mortgage bonds.

June 1993



BZW Division was appointed sterling commercial paper dealer for the Prudential Funding Corporation.

May 1993



BZW Division acted as financial advisor and agent in the structuring and syndication of a 3 year \$150 million revolving credit facility for American Bankers Insurance Group.

March 1993



BZW Division acted as syndication agent in the structuring and syndication of a 17 year project financing for Oyster Creek Limited, a cogeneration plant jointly owned by Destec and American National Power.

February 1993



BZW Division asset securitization group successfully completed nine financings which raised a total of more than \$1.6 billion for its North American clients during 1993.



ALL OF US,
AT EURO DISNEYLAND,
ARE HAPPY
TO ANNOUNCE...

Smart move on fraud

Smart cards, with chips rather than magnetic strips in the plastic, have yet to make much of a mark outside Europe, but China and India are giving them a close look as ways of checking identities and preventing fraud.

Sempac, a small Swiss company, hopes to benefit from trends in both markets, as well as in Japan where smart cards are being considered as a replacement for magnetic cards in making telephone calls.

Based on the methods developed by Esec, its parent, to make semiconductor equipment, Sempac produces a line of machines which have introduced a new technology into smart card manufacture. Its process enables cards to be printed and have chips embedded in one step.

Willi Truckenbrod, Sempac's vice-president for marketing, says manufacturing costs can be cut by up to 50 per cent. This is because its system uses four machines instead of the eight or more in other techniques, though the Sempac output of 700 or more cards an hour is less than in rival systems.

The main technologies used for smart cards are: the lamination of several layers, with the chip module then placed into cavities; processing of cards in large sheets with the cavities milled into the card; and cards with pre-moulded cavities. Sempac's process uses semiconductor assembly technology with injection moulding machinery.

Truckenbrod says some 300m smart cards are now produced a year, which is expected to rise rapidly to 1bn, mainly in Europe. Its customers include Rexroth Electronic of Germany, which has ordered an assembly line to make forgery-proof cards in which colour photographs and computerised data are printed on to the plastic.

Sempac has held talks with the Chinese who are thinking off issuing smart identity cards to Hong Kong inhabitants when they take over there in 1997.

Andrew Fisher

Technology has come to the aid of the volatile South African gold mining industry more than once over the past century. Today, new advances are being sought to transform productivity as companies recover from a crisis which brought many mines to the brink of closure.

Executives are still nervous at memories of the early 1990s, when a combination of steadily declining real gold prices, double-digit inflation and the deteriorating quality of the ore reserves sent the industry into a spiral.

In the event, only two big gold mines closed. South African gold output steadied above 600 tonnes a year from the late 1980s, but cost-containment and improved productivity meant the mines shed more than 150,000 jobs or nearly a third of their workforce between 1989 and 1993.

Yet successful as this restructuring of the industry has been, the mines need technological advances or consistently higher gold prices of at least \$450 an ounce - compared with around \$385 today - if gold production is not to go into slow but steady decline.

The problem is, says Kobus Olivier, chief consulting engineer at the Gencor group's gold division, that a breakthrough which would transform the mines' productivity underground has proved elusive.

However, two new techniques are now in sight, generating more excitement about the technological possibilities than there has been for years, he adds. The techniques are: diamond wire cutting pioneered by Gencor and Anglo American, the country's biggest gold producer; and the impact ripper, an industry research project recently taken over by mining house Gold Fields.

The first simply applies the established method of quarrying granite and other hard stones to underground mining. A synthetic-covered steel cable less than a centimetre thick and studded with industrial diamonds saws through the rock-face, cutting away the ore in large chunks. The impact ripper is a hydraulically powered chisel, mounted on rails, which attacks the rockface with an accuracy that blasting lacks.

Olivier says the potential benefits are huge because either technique could transform the cost structure of the industry and underground productivity. Diamond wire cutters can operate 24 hours a day, require less labour and minimise the amount of waste rock mined. Diamond wire is expensive - the first material Gencor ordered cost R1,000 (\$290) a metre - but greater demand would reduce its cost and eliminate much of the need for explosives used for the 800,000 blasts the gold mines make every day.

Ken Dix, general manager of



The West Driefontein gold mine at Gatsrand, west of Johannesburg

Gold rush

Matthew Curtin reports on advances in mining which may transform productivity

Anglo American's Freegold operation, which is using diamond wire cutters on a trial basis, says the technique would lead to the redesign of underground mining plans and thus save more tunnelling, timber and explosive costs and shave 60 per cent off transport costs.

Underground safety would improve, too, bringing new efficiencies, because the narrower stope-widings and minimal use of explosives would do less to aggravate the rock pressure underground. Rockfalls kill about 270 workers a year underground on the gold mines.

Much the same benefits apply to

the impact ripper. Len Gibbs, consulting engineer at Gold Fields which has a number of machines operating at its Kloof mine, says: "The possibilities have to be exciting. The deeper you go, the more you need mechanised mining methods and less reliance on manpower."

This has been true since the early days of gold mining: the geological challenges of extracting the precious metal at deeper and more dangerous levels have forced producers to refine their techniques. Much gold output now comes from mines sunk to below sea-level or more

than 3,000 metres underground.

The MacArthur Forrest cyanide process saved the South African gold mining industry when it was introduced in 1890 at the Salisbury mine near the mining camp of Johannesburg. Existing mercury-based techniques, adequate for recovering gold from surface ore, were no good for treating metallurgically difficult underground material which the mines had to exploit because they had exhausted surface reef outcrops. Gold recovery rates had fallen to less than 50 per cent, but to the surprise of miners at the time the new process quickly achieved recoveries of 85-95 per cent.

Yet impressive as the refinements made over the years have been, metallurgical and mechanical mining technology has not changed for decades. The cyanidisation process has been modified to push recovery grades to more than 99 per cent, allowing the retreatment of millions of tonnes of low-grade waste material in recent years, but leaving little room for improvement.

The labour-intensive underground production routine of drilling holes in the rockface, filling them with explosives, blasting once a day and cleaning up the broken rock before hoisting it to the surface, is the same as it was 100 years ago.

South Africa's remaining gold reserves are huge, well-defined, but deep. Exploration has identified extensive high-grade ore reserves in the Potchefstroom Gap, an area south-west of Johannesburg, but at depths of up to 5,000 metres below surface. The capital cost of a sinking a new mine shaft to that depth would be more than R2.5bn.

Despite the excitement about the new methods, there have been teething problems. Gencor gave up its experiment with diamond wire cutting last year. Olivier says the group "knows it works", but found the wire tended to get pinched as the rockface closed once it had been cut. Gencor seems happy to wait and see what progress Anglo can make, given that the group's mining equipment and industrial diamond businesses have a keen interest in the technology's success.

Dix points to the excessive wear and tear on expensive equipment, but stresses that "it's early days". Gold Fields has found that the first orebody on which it tried the impact ripper proved more susceptible to the technique than the orebody at Kloof where the equipment would most likely be used.

However, Olivier says the problems are unlikely to be insurmountable. He adds that while one technique might not transform gold mining, a combination of the new technologies with further refinements still promises the breakthrough for which the miners are yearning.

Keeping a sense of balance

Ian Rodger on a treatment that could prolong the life of tyres

A start-up Swiss company has developed a polymer compound that provides continuously adjusted balancing for the life of a vehicle tyre when applied to its inside wall.

Everbalance, led by Swedish entrepreneur Bertil Carnehamar, claims its compound lengthens significantly the life of tyres and provides a more comfortable ride for passengers than tyres balanced with conventional lead weights.

So far, testing of the compound has been concentrated on commercial vehicles, but it is now being extended to cars.

The development is based on the discovery that vibrations caused by imbalances in the tyre and rim of a vehicle will cause a liquid within the tyre to move away from the source of the vibration.

Carnehamar, a former marketing executive with Philips and Rank Xerox, says he and his colleagues learned of this phenomenon by reading patent applications for compounds designed to seal tyre punctures. The origin of their own research was, in fact, a tyre sealant compound that had been developed by a Danish scientist for Volvo in the early 1980s.

However, they soon became disenchanted with the notion of sealing and concentrated on balancing. The challenge was to develop a compound that had the properties of a liquid but would also adhere all around the inside wall of the tyre when the vehicle was stationary. It also had to be viscous in all climates, nontoxic, noncorrosive and effective on several types and sizes of tyre.

By 1989, they were sufficiently satisfied to begin road tests with a few US fleet operators. "The reception was very good, but people did not come back," Carnehamar recalls.

It seems that customers were nervous about putting a chemical compound in their tyres. Also, tyre manufacturers threatened to invalidate warranties.

This forced Everbalance into new research and testing to prove that the compound would have no ill effects on tyres. This has now been completed, and the

group, with endorsements from recognised German and US testing organisations, is starting general distribution.

The compound, which is made mainly from non-toxic glycol, cellulose fibres and corrosion inhibitors, sells for about \$25 per kilogram, enough for one truck tyre.

Carnehamar says the increase in tyre life varies with brands and with vehicle types, but 50 per cent is typical. It will not work on tyres that are more than 500g

The increase in tyre life varies with tyre brands and with different vehicle types, but can be as much as 100 per cent

out of radial balance nor on tyres with a significant lateral imbalance.

One of the main distributors is Sumitomo Corporation, the Japanese trading company at the centre of a group that includes tyre-maker Sumitomo Rubber.

Carnehamar says that tyre companies, still reeling from the reduction in their sales caused by the universal adoption of long-lasting radial tyres, are unhappy about the introduction of a product that will make their tyres last still longer.

But Sumitomo concluded that the compound would be successful and saw it as an opportunity to build market share.

Everbalance hopes to introduce a balancing compound for cars next year, but development has proved complicated. Whereas the normal life of a truck tyre is a year or less, car tyres tend to remain in service longer, so the product's endurance must be ensured. And it must be tested on a much wider range of tyres, some 200 compared with 30 truck tyre types.

Also, the existing formula does not perform well at speeds of above 100mph, although that would seem to be a problem only in Germany.

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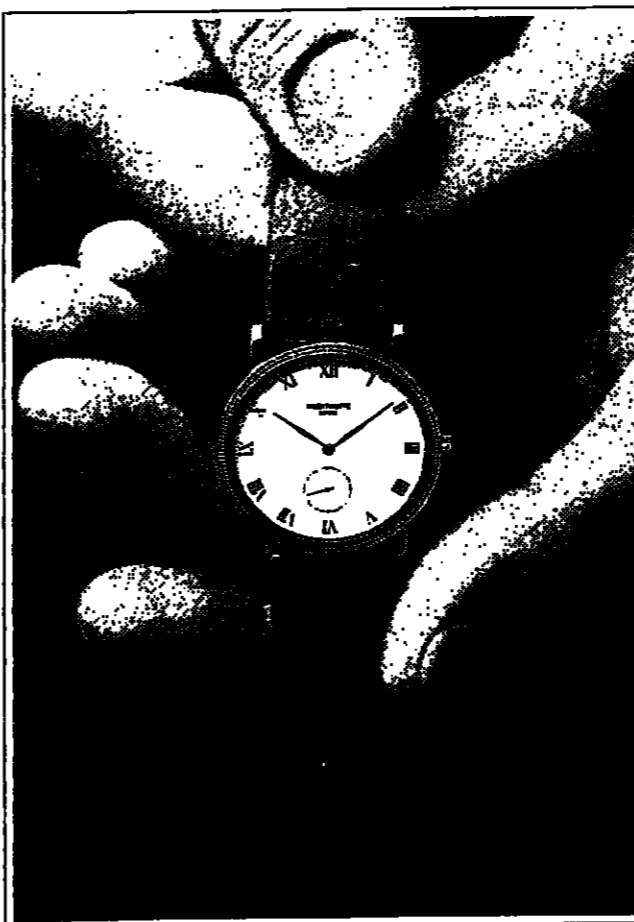
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INTERNATIONAL COMPANIES AND FINANCE

UAP boosts net profits by 32%

By Alice Rawthorn in Paris

Union des Assurances de Paris (UAP), the insurance group which is the next candidate for the French government's privatisation programme, yesterday reported a 31.8 per cent increase in net profits to FF1.42bn (\$230m) in 1993 from FF1.08bn in the previous year. The group, which is France's largest insurer and which recently fulfilled a long-standing ambition to expand into Germany by taking control of Colonia, said it had benefited from a "strong improvement" in profits from foreign activi-

ties and increased asset sales. These helped to counter the steep fall in insurance profits within France and a FF1.35bn charge for Banque Worms, its banking unit.

Mr Jacques Friedmann, the financier who last year became chairman of UAP to orchestrate its privatisation, recently warned the stock market that the group's profits would be at the lower end of expectations for 1993, at about FF1.5bn.

The profits were slightly below that forecast, given the gravity of Banque Worms' problems and the continuing pressure on the French insur-

ance sector. But they are not expected to affect UAP's privatisation prospects given that the group, which saw profits peak at FF1.42bn in 1990, is seen as a recovery stock.

Mr Friedmann yesterday confirmed that UAP would stage a capital increase as part of the privatisation. He also announced plans to split UAP's shares into three. Other French privatisation candidates have adopted similar tactics in order to make their shares more marketable.

UAP mustered a 12.3 per cent increase in consolidated sales to FF1.141.5bn in 1993. Life

insurance interests, buoyed by a strong performance from Sun Life in the UK, saw sales rise 17.7 per cent to FF1.1bn. The non-life division experienced slower growth of 7 per cent to FF1.074bn.

UAP's French insurance interests suffered a 31.7 per cent fall in net profits to FF1.42bn, with profits outside France rising 8.6 per cent to FF1.09bn.

Banque Worms, badly affected by the problems of the property market, remained in the red with a FF1.48bn loss, only slightly lower than its FF1.53bn deficit in 1992.

Elf given deadline on plans for refinery

By Michael Lindemann in Bonn

The Treuhand, the German privatisation agency, yesterday gave Elf Aquitaine, the French energy group, until the end of this week to give final details about its investment plans in the delayed DM4.5bn Leuna oil refinery in eastern Germany.

Two Elf directors were negotiating with a senior Treuhand official until last night, when talks were interrupted to allow experts to review legal details, a Treuhand spokesman said. "Progress was made," he said. "We now have to reach a conclusion."

Elf said it wants less than 50 per cent of the project, having originally taken a 67 per cent stake.

The agreement for the larger stake was struck before the French energy group was due to be privatised.

Under this original plan, Elf's stake would have risen to 100 per cent after Thyssen Handelsunion, the construction arm of the German group, had handed over its share once the refinery had been built.

Meanwhile, Mr Klaus Schuch, a member of the Treuhand management board, said that Rosner, the Russian state-owned oil enterprise, would take a 20 per cent stake in the showpiece refinery which it would pay for with crude oil deliveries.

Mr Schuch suggested that it was acceptable to reduce refining capacity from 10m tonnes to 8.5m tonnes but he insisted that work on the project should start in April, a month after construction was to have begun.

The uncertainty surrounding Elf's investment has caused the French and German governments severe embarrassment.

Both Chancellor Helmut Kohl and President François Mitterrand were involved in the agreement, the biggest single industrial investment project in eastern Germany.

However, Elf has so far failed to find a buyer and has come under increasing pressure from the German government to keep the project.

Denmark maps out route for telecoms privatisations

Telecommunications shares have been outperforming their stock exchanges worldwide. But Tele Danmark, the Danish state operator whose privatisation was announced yesterday, is likely to prove particularly attractive to institutional investors.

It is partly the luck of the draw. Tele Danmark is the first of a string of EU privatisation candidates. With only the UK and Spain currently boasting large operators with private shareholdings, investor choice is limited. State operators in the Netherlands, Greece, Germany and Italy are following behind, as are numerous operators outside the EU. As the numbers grow, so will investor discrimination.

Tele Danmark - an operator formed by the merger of five regional telephone companies - can nonetheless withstand fairly exacting comparisons. It is near the top of the EU's efficiency league, benefiting from its regional inheritance.

Although each of the constituent companies had a regional monopoly, they competed fiercely to demonstrate to the public that they were the best and the cheapest. With 53 exchange lines per 100 people,

Denmark is ahead of the rest of the EU.

Tele Danmark's cellular mobile networks also have an impressive record. The com-

Andrew Adonis and Hilary Barnes on Tele Danmark's prospects

pany operates two mobile phone systems, the Nordic Mobile Telephone service, where it has exclusive rights to Danish traffic, and a GSM service, where it claims a 60 per cent market share in competition with a second licence holder, Dansk Mobil Telefon.

Denmark boasts nearly 50 cellular subscribers per 1,000 people, against barely 30 in the UK and fewer still in France and Germany.

Tele Danmark is anxious not to be submerged by larger telecoms operators as European markets open up, and appears to be succeeding better than many of the EU's smaller operators. It has helped establish optical fibre links between Copenhagen and St Petersburg, Copenhagen and Poland and south through Poland to the Czech border.

It is also developing cellular networks in east Europe, with

a 16 per cent share in mobile phone network under construction in Hungary and Ukraine and 20 per cent in a service in Lithuania.

Tele Danmark reported a turnover in 1993 of DKr16.3bn (\$2.45bn) compared with DKr15.6bn in 1992, and made a net profit of DKr1.56bn, up from DKr1.61bn in 1992.

According to the prospectus, about DKr1.4bn of the privatisation proceeds will be used to settle pension commitments and repay debts to pension funds and for other expenses.

On the assumption that the issue raises DKr18bn, about DKr6.5bn will be left to strengthen group equity capital, which was DKr8.7bn at the end of last year, when total assets were DKr28.1bn.

The success of the sale will have a bearing on others planned. "This is the road map for a string of other privatisations," said Mr Scott Mead, head of European communications group at Goldman Sachs, one of the global co-ordinators of the privatisation. "All the EU's smaller states will be looking to see how international investors take to it, and what happens to the company afterwards."

Bavarian bank 33% ahead at pre-tax level

By David Weller in Frankfurt

Bayerische Hypothek- und Wechsel-Bank, one of Germany's two big Bavarian-based regional banks, yesterday initiated what promises to be a strong results season for German banks when it reported a 33 per cent rise in 1993 pre-tax profits to DM1.04bn (\$660m).

The bank released this figure, arrived at after providing for bad and doubtful debts, after a meeting of the supervisory board. Further details of Hypo-Bank's and other institutions' 1993 results will emerge in the coming weeks, with the banks expected to report record profits.

There was no break-down of profits yesterday, but the figures reflect strong growth in German mortgage business, a Hypo-Bank speciality. For the German banking sector as a whole, 1993 is likely to prove a strong year, with robust mainstream commercial activity complemented by buoyant market conditions which benefited fee-income and own-account trading.

Hypo-Bank is, as expected, paying a 1993 dividend of DM14.50 a share, up from DM13 in the previous year. It said yesterday that group assets rose by 20.4 per cent to DM268m last year.

At the parent bank, pre-tax profits after provisions rose 25.2 per cent to DM560m.

Portuguese group to invest Es60m in cable TV system

By Peter Wise in Lisbon

A Portuguese company is to invest Es60m (\$430.7m) to supply cable television to 2m homes over the next six years, using a fibre-optic network that will enable the system to evolve into a multimedia information highway.

TV Cabo Portugal (TVCP), wholly owned by two of Portugal's state-owned telecommunications operators, will choose a company to supply the infrastructure for the project by April. It is negotiating with Philips of the Netherlands, Siemens of Germany, Sirti of Italy and Intelcel of Spain.

The contract is estimated to be worth Es20,000 for each home supplied.

The company is also holding

talks with 40 programme producers, mainly European satellite TV companies. TVCP will offer a service of 30 channels for Es5,000 a month plus an installation charge of Es15,000. Additional channels will be added on a pay-per-view basis, pending the approval of new legislation. Broadcasting is due to start in October.

TVCP will act as a holding company for nine regional cable TV operators. It will own 51 per cent of each company. Municipal authorities and private investors will subscribe to the rest of the capital through negotiation. The regional companies are expected to be floated on the stock market after two years.

The capital of TVCP itself will be opened to private

investment after the partial privatisation of Portugal's telecommunications sector due to take place by mid-1995. Mr Jose Manuel da Graça Bau, TVCP president, said the project should show a profit after six years.

"Being a later starter means Portugal can avail itself of more advanced technology," he said. "Installing an optic fibre network means that the cable TV system can later be used for multimedia products such as interactive computer and television technology."

The Portuguese government has authorised TVCP to use the optic fibre network of the basic telephone system for cable TV. Investment in the project would otherwise be double.

British Land to face challenge

By Vanessa Houlder, Property Correspondent

The struggle for control of a complex of London office properties intensified yesterday when Mr Stuart Lipton, chief executive of Stanhope, a troubled property company, launched a legal action to block the sale of 29.9 per cent of his company to British Land.

Mr Lipton is attempting to overturn a deal in which British Land bought into Stanhope with a view to putting pressure

on it to sell its properties at Broadgate and Ludgate. British Land intends to transfer the stake to the £500m (\$730m) British Land Quantum Property Investment Fund, the joint venture formed last June between British Land and Mr George Soros, the US investor.

Mr Lipton is challenging the share sale on the grounds that he had pre-emption rights which gave him first refusal over the block of shares. He is taking legal action against British Land, Bank of Nova Scotia, which sold the shares,

and Olympia & York (UK), which originally owned the shares.

British Land's proposals have dismayed Stanhope because they would leave Stanhope's shareholders without any interest in Broadgate Properties, which consists of some of London's most prestigious modern buildings.

"British Land's proposal would be very good for British Land," said Lord Sharp, Stanhope's chairman. There is very little in it for Stanhope's shareholders."

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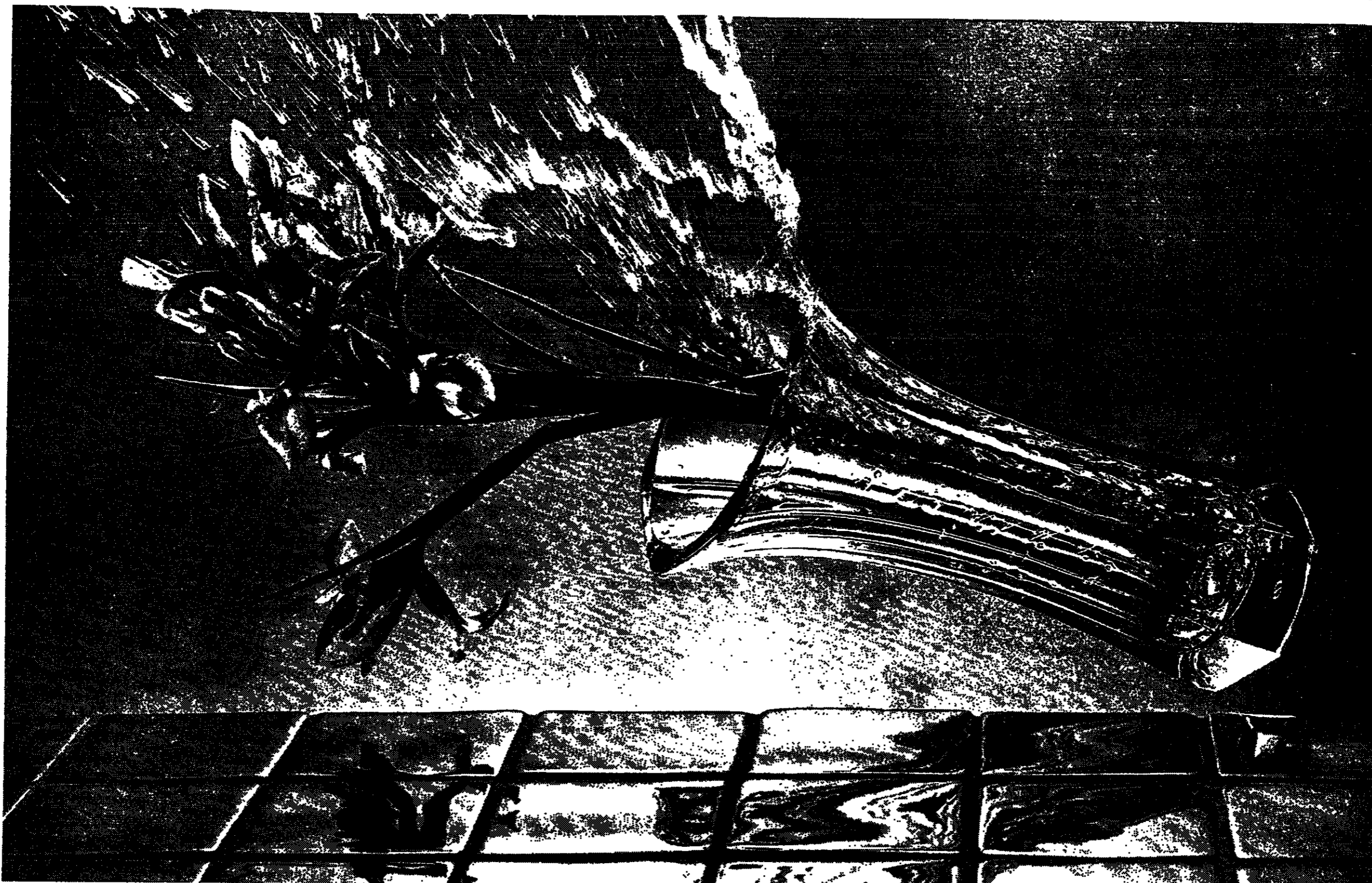
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MANAGEMENT EDUCATION & TRAINING

Tuesday March 22 1994

A less certain economic environment has increased business demand for management education. Competition is becoming much fiercer, however, as rival institutions vie to offer the formula for success. Tim Dickson reports

A case study in change

Leading management educationalists spend a lot of time these days telling companies how to cope with change.

Ironically, the turmoil and uncertainty in their own business provides ample material for a good case study.

Like other sectors, business schools in Europe and North America have been hard hit by recession. The problem, though, has not merely been adjusting to a cyclical pattern of demand.

Teaching content and styles, traditional delivery methods, and even the very basis for schools' existence have all been thrown under the spotlight by the quickening pace of economic and technological change.

Among trends on both sides of the Atlantic several stand out: a sharper focus on immediate corporate concerns (as manifested in the growth of short executive courses tailored-made for individual companies); increasing emphasis on the so-called multidisciplinary - as opposed to functional - teaching approach; and growing interest in international issues.

In striving to find the right formula for survival in the 21st century - which in Europe means finding an appropriate model for training the new breed of Euro-manager - busi-

ness schools are locked in an urgent struggle for students, staff, money and other scarce resources.

Management education only became a respectable and established academic discipline in the US in the late 1960s - but its expansion over the last three decades is a remarkable success story.

The US method has been widely exported, in the process influencing the development of regional systems such as that in Europe. The contribution of business school research has been acknowledged in the award of at least four Nobel prizes for economics to business school professors.

Suddenly, however, a discipline renowned for its interpretation of relatively predictable long-term business trends is being asked to provide instant solutions for companies in a much faster and less certain economic environment.

The good news is that even if its nature is changing, demand for management education is probably as great (if not greater) than ever.

Annual company spending on executive education in the US, for instance, is estimated to have doubled from \$2bn to \$4bn between 1987 and 1992. In Europe, the UK's Ashridge Management College last year conducted interviews with 150



large and medium sized companies in Britain, Germany, Scandinavia and the Benelux countries, which found that 80 per cent of them were actively involved in management development, 68 per cent had recently increased their investment, and 50 per cent predicted a further rise in spending.

Intensifying competitive pressures, organisational restructuring, integrating strategy and development, and recognition of the value of management education as a competitive weapon were among reasons cited by respondents.

But if the cake is not necessarily shrinking, getting a slice of it has become much tougher.

The corporate sector's concern with immediate problems has blurred the boundaries between management education and consultancy - creating new competition from (among others) big management consultancies, trade associations and redundant executives. Business schools have had to rethink their strategies radically.

The soul-searching takes slightly different forms in Europe and North America, but Professor George Bain, principal of the London Business School, believes the challenges on both sides of the Atlantic can be summarised in the four 'Ts' - Internationalisation, Integration, Implementa-

tion and Innovation. ■ Internationalisation is reflected in the growth of foreign students on MBA courses, and in attempts to broaden faculty recruitment, diversify teaching materials, and promote a greater number of exchange programmes.

■ Integration is seen in the way schools have been trying to move away from the vertical curriculum 'silos' - accounting, marketing, finance and the like - and to replace, or at least supplement, them with course structures that encourage a more holistic approach to problem solving, thereby better reflecting the real world.

■ Implementation is a reaction to old jibes that MBA

really stands for management by analysis or management by academics. Thus skills courses, team building, business ethics, negotiation and, above all, leadership have become features of the modern management education curriculum.

■ Innovation, the last of the Ts, implies that the static model of the golden age is nowadays in constant need of revision and fine tuning.

The encouraging thing from a European point of view - not least amid renewed fears about Eurosclerosis - is that Europe's management education suppliers may be better placed to make the necessary adaptations than their US counterparts.

London, Fontainebleau-based Insead, and IMD in Lausanne, Switzerland, for example, have long been more international than even the top US establishments (and certainly more so than the Mid-Western school whose Dean not so very long ago proposed that schools' international credentials should be measured by the number of faculty holding passports).

North America's strong research tradition, moreover, is thought by many to have hampered the development of a true interdisciplinary approach, while the rich endowments often provided by alumni have encouraged some to remain unwisely detached

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from employers. Instead, IMD, London and IESE (Barcelona), on the other hand, have long received 50 per cent of their income, or more, from executive as opposed to MBA programmes.

The proportion from this activity at most leading US schools is still less than 10 per cent.

The immediate strains on business schools in the UK and continental Europe, nevertheless, are real enough. The proportion of funds which they can obtain from the public sector in Britain and France is falling, while the trend away from open executive programmes, attended by managers from many companies, towards shorter company-specific courses has financial implications.

Single-sourcing, moreover, or at least reducing the number of suppliers, is happening as much in the management education sector as it is in others, says Mr Martin Christopher, deputy director, executive development, of Cranfield School of Management which has an annual turnover of \$6.3m from short courses alone. "The competition is very tough".

Lower salary expectations

Continued on Page 5

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MANAGEMENT EDUCATION & TRAINING V

THE EUROPEAN EXPERIENCE: SPAIN

Different views from the hill

IESE and Esade, the two most internationally renowned business schools in Spain, are perched on the same hill just 10 to 15 minutes from the centre of Barcelona.

Their similar geographical location, however, masks fundamental differences which go beyond Esade's famous association with the Jesuits and rival IESE's link with the traditional Roman Catholic organisation, Opus Dei.

Founded in 1958 IESE (the International Graduate School of Management of the University of Navarra) is a Harvard-

philosophy, visible in the schools' product mix, attitudes to teaching, and international strategies. At one level, their relationship appears to be one of relaxed co-existence. A question for the harsher and less predictable economic climate of the mid 1990s, though, is the extent to which rivalry will be sharpened in areas such as MBA and executive education, where there is overlap.

As Paul McDonough, MBA admissions director at IESE puts it: "In the late 1980s people like myself just had to sit back and wait for the applica-

tion of Esade, conceding that economic pressures, and the proliferation of smaller domestically-oriented Spanish schools offering short programmes, have had an impact on Esade's MBA applications. Nevertheless, he is happy with the current size of the full time MBA class (around 180 per year, including 40 in the English speaking section).

Esade is trying hardest to expand in specialised courses for executives and tailor-made programmes for companies. As Puges explains, there are three main benefits: "Our faculty gets better exposure to current management problems, it improves the chances that they will hire our people, and it fosters loyalty and repeat business from our company customers."

A reputation for top executive training lies at the heart of IESE's formidable strength. About 600 senior managers attend the school's part-time programmes each year, accounting for 49 per cent of its income. This success is based on IESE's enviable close links with the local business community. These are based in part on the influential and highly active alumni network. (A recent survey



Carlos Cavalle, dean of IESE

showed that an internationally high 45 per cent of its former students contribute to school activities).

As Carlos Cavalle, dean of IESE, points out, there are equally important forms of collaboration with the school's non-alumni customers, through IESE's joint advisory board, its joint (research) committee, and its associate company status. "This gives members regular input into



The IESE is one of Spain's internationally-renowned business schools

educational issues.

Cavalle emphasises the primacy of corporate connections in IESE's overall strategy. "We actually started the school by setting up a senior executive programme first. We thought this was an excellent way of developing the faculty, the MBA market and research."

Some Spanish business schools, says Esade's Puges, are being forced to cut their budgets by as much as 20 per

cent this year. Puges says he is not hiring any new faculty members. "I am trying to keep it the same." The challenge, he says, is to find new markets both at home (through more executive education) and abroad. (Esade's new international programme in business law is one current example).

Puges reflects that the changes forced on schools may be more fundamental. "When change follows a pattern, it is

relatively easy to look ahead," he explains, "but for me the great difficulty is that we are on the point of a big breakthrough, which means you have to dream. That is difficult for business schools, because it is the realm of artists and philosophers. If we can somehow combine dreaming with rational thinking the result could be very positive."

If business schools are to do more to solve society's prob-

lems, Puges further believes they must be more focused on helping entrepreneurs and less obsessed with serving multinationals.

Back at IESE Pedro Nuño, the school's widely respected professor of strategy, sounds optimistic. He says the recession, "uncovers new types of need which we have been addressing." Change has increased the pressures on IESE's staff, but Nuño emphasises that the school's total throughput is increasing and that it is still hiring and training new faculty.

Much of IESE's success lies in the decision five years ago to go global, as Carlos Cavalle puts it. IESE, for example, has teamed up with the University of Michigan, one of the leading US schools in executive education, to offer a two week course in Switzerland.

Where others talk gloomily of their experience in Eastern Europe, Cavalle says that on the contrary the international faculty development programme, run jointly with ISA in Paris and Bocconi University in Italy, is working well.

"It is much better to train the faculty than to try to teach executives directly," he suggests.

He admits that Moscow has been more difficult but "by choosing the universities of Prague, Warsaw and Budapest we are working with the best".

Tim Dickson

EASTERN EUROPE'S NEEDS

Experience dampens both sides' high hopes

Western management educators joined in a general excitement in the West at the start of the decade: eastern Europe was a market which seemed to offer unbounded potential.

Here was half a continent whose companies were crying out for executives familiar with modern management techniques. Just as structured management education spread from the US to western Europe in the 1960s, so the movement appeared poised to take the former communist bloc by storm in the 1990s.

But management schools have shared in the disappointment of the discovery that need does not automatically translate into demand for services. "An enormous market - an enormous, insolvent market," says Robert Crane, dean of the International Management Center in Budapest, one of the leading schools in the region. "As far as I can tell, no one has made money from management training in eastern Europe."

East European trainees can rarely pay fees out of their own pockets. Salaries remain a fraction of western levels while management training is little cheaper. Fees at the International Management Center in Budapest, for instance, are \$10,000 a year while a US school would charge between \$12,000 and \$20,000.

Some students make the sacrifice. Vilmos Skutkety of Szekesfehervar in western Hungary sold his Lada car to raise the funds to study at the IMC. He is now Hungarian marketing manager for Loranger, the US car components maker, and possesses a smarter car but he is the exception.

Local corporations are as strapped for cash as individuals. Management courses were

the fashion when the east European economies first opened up. But prolonged recession has forced many state enterprises to cut their training budgets and rising unemployment has made employees more cautious about taking a couple of years out.

That has left official and private philanthropy as the main source of financing. Most important is the European Union's Phare aid programme for eastern Europe. George Soros, the hedge-fund speculator, provides scholarships through his foundations for almost all the students on IMC's full-time MBA course.

Official assistance has not been sufficient, however, to induce reputable western management schools to establish a permanent presence in eastern Europe. The University of Pittsburgh has close links

with the International Management Centre in Budapest and the Czech Management Centre. Five top-ranking US schools have formed a consortium which provides courses for east Europeans. But involvement is generally at the level of individual faculty members. After initial exploration, most institutions have retreated.

Disillusionment has been mutual. "We had a trooping to the east of a lot of dubious people in management education who were, by and large, charlatans," says Derek Abell, professor at the Institute for Management Development in Lausanne. "That has done little for the standing of management training in eastern Europe."

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For east Europeans without backing from a western employer, distance learning is an increasingly popular option

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Tungsten, General Electric's lightbulb-making subsidiary in Hungary. IMC hopes, through projects like these, to match western schools and cover 70 per cent to 75 per cent of operational costs within five years.

For east Europeans without backing from a western employer, distance learning is increasingly popular and has provided opportunities for some western providers. The Open Business School, a branch of the Open University, has students in Slovakia, Hungary and Russia and is expanding into Bulgaria and Romania.

There is untapped potential in management education beyond standard MBA courses.

Nicholas Denton



Structured management education spread from the US to western Europe

Picture: Alan Harper

"You can always tell the first-timers on the Concorde, for we are the ones who pack too much. Granted, I am not accustomed to traveling with such panache. My only prior trip to Europe was when I interned at a Dutch electronics firm as part of my Master of International Business degree. The experience proved invaluable. I polished my German, learned the niceties of export tariffs, and acquired the credentials that got me my job today. No doubt I will soon be hopping the Atlantic at super-sonic speeds with the bored indifference of a commuter on the morning train."

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A case study in change

Continued from Page 1

and the uncertain jobs market have combined to cut demand for full time MBA courses by roughly 15 per cent over the last two to three years, though latest figures from the Association of MBAs (Ambs) suggest that 1993/94 has seen a recovery in the UK.

The growth in part-time programmes is a welcome extension of choice, but some courses are of poor quality and middle-ranking schools in particular are being squeezed.

The management challenge for business school deans goes well beyond merely balancing the budget.

The test is finding faculty able to respond to the growing demand for teaching across disciplines, sufficiently versed in international issues, and with the right skills to address companies' immediate problem-solving needs.

The trick is to do this without sacrificing schools' research capability, and without losing the leading-edge knowledge which distinguishes management consultancy.

To use a piece of jargon from the latter's lexicon, the suc-

cessful schools of the next century will have right-sized rather than down-sized.

Cutting human capital is a last resort for many businesses at the moment, but business schools are especially reluctant not just because their brains are their biggest asset but because a well rounded faculty is not easily re-assembled.

This in part explains the intense interest in training managers in emerging markets like those of Eastern Europe, India and even the Far East.

Both UK and continental institutions increasingly offer exchange or placement opportunities under the Erasmus or Comett programmes

A business school's most precious but at the same time most costly resource is the brain of its faculty.

Perhaps the most interesting tussle is what Jean-Pierre Moche, a Professor at the HEC-ISA School of Management, has called the war of educational standards within Europe.

At issue is whether the imported post-experience MBA model - so influential in many ways already - will win out, or whether a new European

model is emerging for the single market.

It must not be forgotten that despite the MBA's high profile he or she is in a minority in Europe in terms of both new graduates and industrial leaders, particularly in France and Germany.

Broadly speaking, institutions in most European countries apart from Britain offer degrees leading to a qualification acknowledged by many to be of masters level, and often including on-the-job experi-

ence. In France there are also the grandes écoles of management (discussed elsewhere in this survey), independent of the universities and offering five year programmes with a more business-oriented vocational focus.

Both UK and continental institutions increasingly offer exchange or placement opportunities under the Erasmus or Comett programmes. More than 15,000 management students will have spent periods

of more than three months abroad at partner institutions in 1993/94.

Thus, there is no shortage of well-qualified European students with good linguistic skills and solid professional experience.

The challenge is to make these masters level qualifications as tradeable across frontiers as a good quality MBA - either through mutual recognition, or more ambitiously, through the development of a common curriculum.

This is the mission of networks, such as the Community of European Management Schools and the Alliance of Management Schools in European Capitals, as well as of multi-site programmes such as the European Partnership of Business Schools, the Ecole Européenne des Affaires, and the European Business School.

The extent to which existing programmes satisfy the criteria for a European qualification is also the subject of a European Commission study being undertaken at the moment by Lancaster University.

Between them, Brussels and the market place can no doubt supply some answers.

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FINANCIAL TIMES

Foreign value of (Germany's) motor cars

the 1990s, the number of people in the United States who are 65 years of age or older is projected to increase from 20 million to 30 million, and the number of people 75 years of age or older is projected to increase from 10 million to 15 million (U.S. Census Bureau, 1996). The number of people 85 years of age or older is projected to increase from 2 million to 4 million (U.S. Census Bureau, 1996). The number of people 90 years of age or older is projected to increase from 500,000 to 1 million (U.S. Census Bureau, 1996). The number of people 95 years of age or older is projected to increase from 100,000 to 200,000 (U.S. Census Bureau, 1996). The number of people 100 years of age or older is projected to increase from 10,000 to 20,000 (U.S. Census Bureau, 1996).

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■ WHERE TO GO AND WHAT TO SEE

Natural beauty is main attraction

The locals love their island and this clearly shows in its cleanliness and the cherished appearance of homes and gardens. The pace is slow and people make time to talk

The problem facing the visitor to Jersey is not what to do, but what to miss out. The island is small enough for easy and leisurely exploring, while surprisingly full of places of interest and activities to suit most tastes.

Undoubtedly Jersey's main attraction is its natural beauty. Packed into 46 square miles - 68 square miles at very low tide - are long sandy beaches, cliff-bound little coves, small fishing harbours, hedgerows and fields full of wild flowers, small farm fields with neat rows of vegetables or a few acres of wild and winding country.

Jersey is often referred to as the floral island and its climate ensures a constant and wide variety of plant life. The locals love their island and this clearly shows in its cleanliness and the cherished appearance of homes and gardens. The pace is slow and people make time to talk.

Trucked away in St. Mary is La Mare Vineyards, with 6½ acres of vines. The warm granite buildings date in part back to the 1600s and visitors can sample produce at a wine-tasting and enjoy home-made food in the Buttery.

Wines and cider are on sale at the vineyard as well as a mouth-watering selection of mustards and preserves, all home made. This year's addition to the range is "Jersey Lightning" - a potent spirit distilled from cider in a copper pot still, not unlike Calvados.

A different type of distilling goes on at Jersey Lavender Farm in St. Brelade. Seven acres of lavender fields are harvested to obtain essential oil used in the farm's selection of cosmetic products. Visitors can walk around the lavender and herb fields and watch the distilling and bottling process.

About 65 varieties of lavender are grown here, which comprise one of the national collections of plants approved by the National Council for the Conservation of Plants and Gardens. A range of products are on sale and Jersey cream tea is served in the fragrant willow house.

Herb and flower enthusiasts will visit Samsons Manor in St. Clement. It has one of the largest herb gardens in Britain, with more than 100 varieties planted out. Talks on herbs are given in the garden most afternoons and bottled herbs can be bought at the shop. Samsons also has other well-designed gardens to wander round, including a water garden and a Japanese garden.

Carnations are grown commercially in Jersey and a visit to Jersey Flower Centre at Retreat Farm, St. Lawrence, will allow the visitor a view of the whole production cycle, up to packaging and posting of mail order bunches. This is the largest carnation-growing nursery in Britain and its mail order section, Flying Flowers, was recently listed on the stock exchange.

Animal lovers will find that Jersey Zoo is a unique centre for breeding rare and endangered species of animals in captivity. Founded in 1985 by author Gerald Durrell,



Jersey is often referred to as the floral island

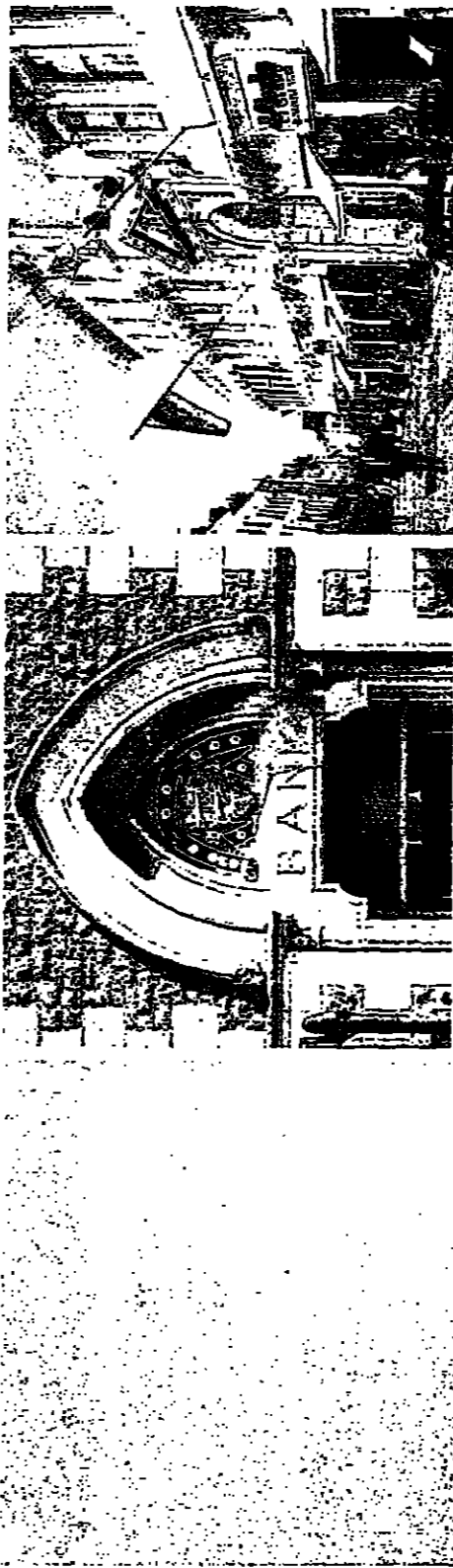
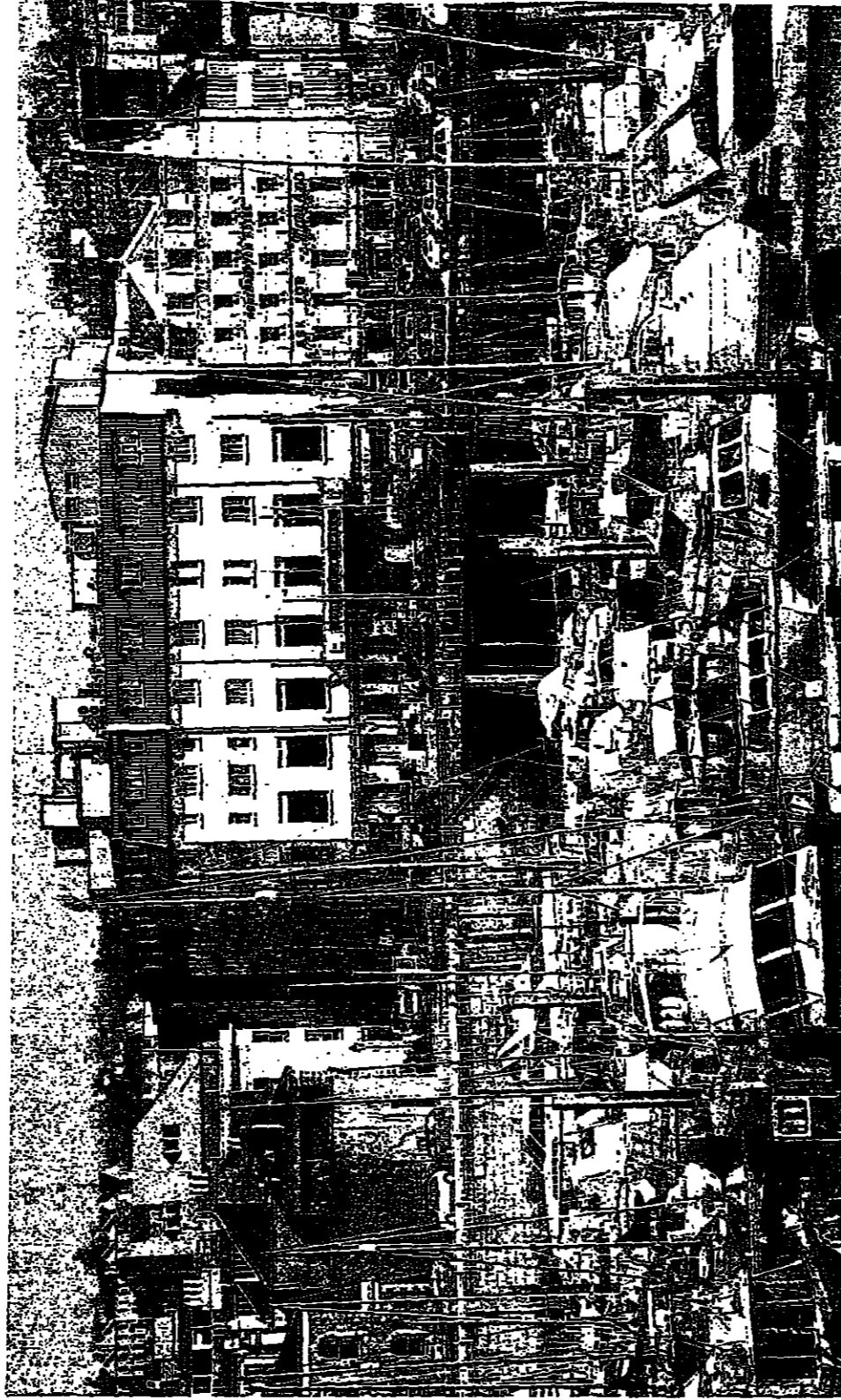
the zoo is now home to such animals as aye-ayes, leopards and giant jumping rats. Visitors always enjoy the families of orange-crested and lowland gorillas, one of which achieved world fame by his protection of a young visitor who fell into the enclosure.

Visitors interested in the island's history do best to start at the award-winning Jersey Museum in St. Helier. The museum's audio-visual presentation and exhibitions act as a gateway to further explorations. There are sites, monuments and castles to visit dating from prehistoric time through to modern history.

The German occupation of Jersey during the last war is well illustrated at several sites, but probably most prominently at

Sue Stuart

Jersey



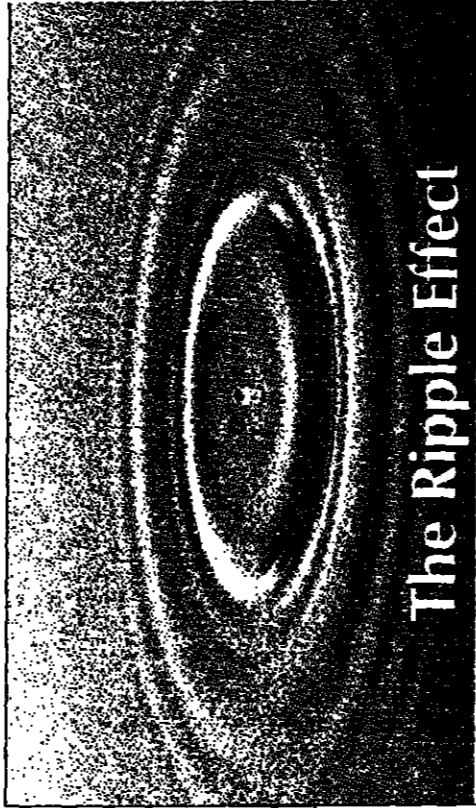
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Editorial production: Phil Sanders
Design: Robin Coles

Jersey is putting behind it the awkward period at the end of the 1980s when the economy overheated and curbs had to be placed on business expansion, writes Barry Riley

Jersey has adjusted to accommodate the immigrants. The police voluntarily take language lessons

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PLANNING AND CONSTRUCTION

Reclamation projects forge ahead

The second, much larger, waterfront site is thought to be the biggest land reclamation project in Europe. It is anticipated that it will provide 25 to 30 years of tipping capacity



Planes are already down up for building on the site once they are full

Most of the work is going to specialist structural or marine engineering contractors from off the island. The large stones to construct the new sea wall enclosing the sites are shipped from France in barges carrying 4,000 tons a load. But some work is going to local contractors. Mr. Ian Brown, managing director of Charles La Queens building contractors, said his company was building slipways at the site. However he is not generally optimistic about the island's construction industry.

The 1980s was an extremely buoyant period for everyone in the island and clearly things will never recover to how it was then. But we are hopeful there will be some recovery in a couple of years, once confidence returns to the market place," he said. The recession of the early 1980s, he said, was an extremely buoyant period for everyone in the island and clearly things will never recover to how it was then. But we are hopeful there will be some recovery in a couple of years, once confidence returns to the market place," he said.

10 per cent lower than their Jersey counterparts to gain contracts. "I don't necessarily believe outsiders offer a better deal. Some have gone bust and left enormous debts with local subcontractors and builders' merchants."

Mr. Brown said there would not be anything very hopeful for the industry until growth returned to the market. "In the meantime we try to be more efficient. We are looking at different types of work so we do not have to rely on the tender market."

Mr. Thorne agreed that the recession was biting the building trade. His department has seen the number of tender applications drop to low levels in 1993, but a peak in 1994.

There is a lot more confidence in terms of reclamation projects. We are seeing some activity in the housing area. People are going for alterations and extensions to existing houses rather than moving up-market," he said.

Although not everyone has been satisfied for housing, and building is expected to start soon. Two big new schools are also to be built within the next three years. "There is a new mood in the States towards the island becoming 'greener'. And people are becoming more aware of these issues, which results in more representations against planning applications than we used to get."

Mr. Thorne said this change in attitude had also led to recognition of the need to protect some of the island's buildings. "We have now identified all buildings we consider worthy of protection and hope to get them designated as the Jersey equivalent of listed buildings."

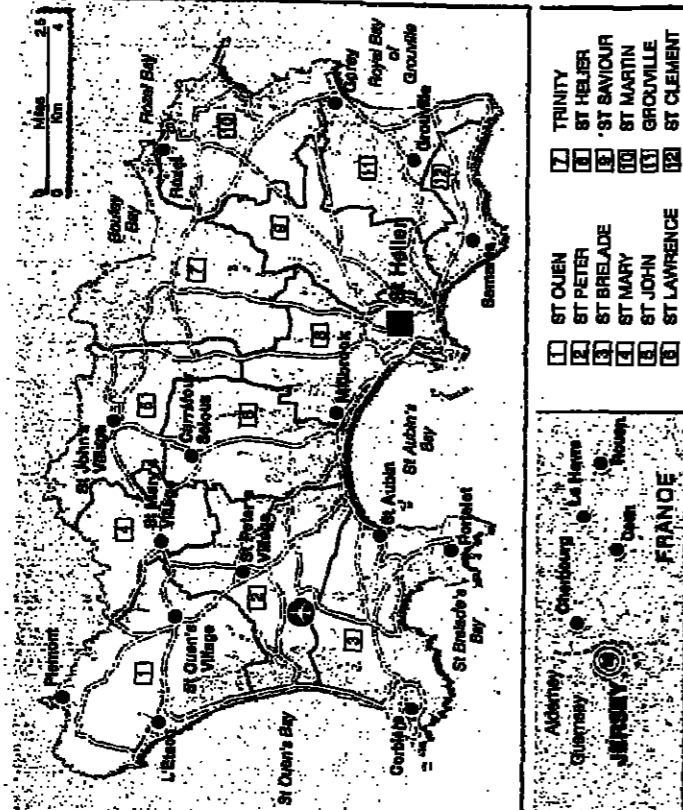
Sue Stuart

Offshore industry expands strongly

Continued from Page 2
Bahamas to Jersey partly because of the convenience of a location in the European time zone.

Another current legislative initiative concerns limited partnerships, which are seen as important to attract certain types of investment vehicles to the island. Meanwhile, the established banking industry is being more vigorously promoted, with Jersey dignitaries undertaking a programme of visits to European centres such as Paris and Frankfurt. Four new banking licences are at present in the final stages of negotiation.

Jersey seeks to promote itself as a clean and well-regulated financial centre. "We are not regarded as a liberal in the side of things like the UK or Europe," insists Senator Horne. "It can be argued that we are of significant benefit to our neighbours."



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Pierre Horne: 'Home sick in the economy'

Tourism was last estimated at 20 per cent in 1992, and has probably fallen further. Much of the balance of income represents the investment receipts of wealthy residents.

Prospects for tourism in 1994 are a little better, thanks to the recovery in the mainland economy. Senator Horne said the idea that the strategy of the States is to continue to promote tourism. "We want to keep the second pillar strong," he says.

The position of the offshore finance industry, still only about 25 years old, is regarded as secure despite growing competition, but it is now so dominant as a wealth generator that it is recognised that the risks should be prudently spread. "We've got a few gaps," says Senator Horne. "It's now quite clear that at this time some diversification is welcome."

Accordingly, local firms have been given the go-ahead to exploit the insurance law which was introduced in 1989 but which was effectively put on ice for some years because of labour shortages. The first few captive and reinsurance companies (two of each so far) have been set up, and there is a Jersey Captive Insurance Association, but Jersey remains a very long way behind its neighbour Guernsey in the insurance business.

International business companies represent an attempt to move beyond the plate glass skyscrapers of the 1980s, attracted by low local taxes and good com-

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RESIDENCY

A chance to hop on the fast track

Those lured over the years include John Nettles (star of the Bergerac TV series), Ian Woosnam, Alan Whicker and Victor Matthews

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Residency control was introduced in 1970 with people classified in categories A to H, and outside grants are available to live locally on economic or social grounds as category K. This entitles them to buy or rent high-priced accommodation that has been classified for X residents.

Those lured over the years include Harry Patterson (better known as author Jack Higgins), John Nettles (star of the TV detective series *Bergerac* which is based in Jersey), Alan Whicker, Ian Woosnam, and Victor Matthews.

Many more residents have unfamiliar names, choosing a lower profile, and having always concentrated on making money



St Helier: residency control was introduced in 1970

more than guaranteeing public attention. "I've seen some serious City figures in my office," says Mr Roger Trorer, head of Broadlands, probably the largest firm of estate agents on the island.

He says that among Jersey's attractions for them are the island's closeness to the UK, the fact that the British is spoken, and adds that the island is very safe for children, with good sporting facilities and milder weather than on the UK mainland.

France is only 15 minutes away by air-craft. "I could make a call and be on a golf course there this afternoon," he says. "It's genuinely a nice place to live."

One of the people most influential in making the decision for residency is Mr Colin Powell, chief adviser to the States of Jersey. He or his deputy interviews every applicant to gain information on their background, motives and what they are

each year. This was reduced to five during more recent times of strong economic growth, but has now been increased again so that about 10 people can expect fast-track status.

There are several other ways to qualify to live on the island. Those who are born there naturally have rights of residency, as do those who marry locals. However, Jersey passport-holders must be able to show that they, both their parents and all grandparents were born locally. On the other hand, those with Channel Islands passports are at a disadvantage compared with the UK, because they do not share the right of all European Union citizens to work in any country within the union.

Jersey also allows in each year about 30-40 people in the J category - or "essential employees" - those who are considered necessary for a company's successful operations. Employers have to satisfy the housing committee that anyone granted this status could not be found from among local residents.

Essential employees are allowed to stay for five years, after which they must traditionally be expected to leave. Yet, the housing committee can relax the requirements so that employers can petition for additional extensions up to 10 years, at which point they can become long-term residents.

Other Europeans can enter Jersey to find work. The problem is finding accommodation. They are forbidden from living in any of the accommodation available for residents in categories A to K. Instead, they must spend their time in lodgings: either specially-designated apartment blocks supervised by the housing committee, or in rooms in other people's houses.

In the past, their status never changed. However, last year the politicians agreed a modest relaxation: those who have lived in Jersey for 20 years or more would be able to settle and buy accommodation as though they were long-term residents.

Andrew Jack

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TRUSTS AND COMPANIES

Towards greater regulation

In spite of the proposed new legislation, Jersey continues to walk a tightrope

It does not take long for the casual visitor to St. Helier to identify one of the mainstays of the local economy: numerous brass, silver and gold plaques symbolise the enormous number of offshore trusts and companies controlled from the island.

But after the great growth of offshore financial services on Jersey since the 1980s, the government has finally begun turning its attention to clamping down more firmly on their regulation in line with controls covering most other parts of the finance industry.

The biggest growth in trusts took place in the past decade, after Jersey became one of the first countries in the world to introduce a trust law in 1984. According to figures from the Jersey Financial Services Commission, nearly half of the top 500 companies in the island now have companies in trusts, and the island and Jersey are third of the top 100 companies in Asia-Pacific.

It now estimates that there are about 300 trust and company administrators managing several thousand individual trusts holding assets of perhaps \$20bn. "Jersey has been distinguished by the quality of legal advice and of the courts," says Mr

Richard Syrett, director of the Financial Services Commission. "The trust law has been much copied in other jurisdictions. It has been a real bonanza."

In the past, Jersey has relied on maintaining high quality by scrutinising businesses when they first apply to set up. Under the 1976 regulation of undertakings, it has always varied companies, requiring information such as beneficial ownership, the mood has been changing in the past few years towards greater regulation. The 1984 trust law only has very restricted supervisory requirements: that a limited liability company is acting as a trustee, its directors should be jointly and severally liable.

"The view has now developed that we need to play a part in supervising trustees from the point of view of protecting the island's good name," says Mr Syrett. "We've had one or two small problems."

Jersey has generally escaped relatively unscathed from many of the financial scandals of the past few years, but only last year it became clear that the existing system was far from foolproof when two significant cases came to trial in the local courts.

Mr Tony Delaney, a certified accountant, who conducted Delaney and Southern Men, a company which had been set up to act as a trustee, after pleading guilty to defrauding clients of more than £1.1m. Later last year, Mr Nicholas Hanley, a barrister and company and trust adviser, was also sentenced to six years after pleading guilty to defrauding 17 clients of \$4.7m which he used to fund his compulsive gambling addiction. This is believed to be the island's biggest ever fraud.

However, work on a new set of regulations began long before these cases came to light. The reason was partly recognition of the growing need for consistent regulation across the financial services sector. "Trusts and companies were the big black hole for regulation," says Mr Jeffrey Green, senior partner of Coopers & Lybrand.

Mr John Paillet, deputy director of the Financial Services Commission in charge of the financial business division, is currently drafting the new regulations, which will cover trusts and companies, including as well as trusts and companies, and investment businesses. Under current plans, his department will increase to eight staff as they adopt their new supervisory role.

Under the proposals, trust companies and other financial businesses will be required to register with the States, be subject to an annual audit, demonstrate they have professional indemnity insurance cover, and show that the directors are "fit and proper" to run the operations. There will be an annual declaration by the directors on topics such as the segregation of money, the quality of books and records, the state of internal controls, and to ensure that there are at least two executive directors or partners examining the work - the "four eyes principle".

Following an outcry over client confidentiality if civil servants examined trust records, revised proposals say companies will provide an annual statement verified by a reporting accountant.

The delays caused by debate over the trust regulation are likely to delay the law into next year, although some are suggesting the trust elements may be split from the regulations covering the other financial services sector, to allow time to be examined more rapidly.

The spirit of this proposed new legislation, says Mr Paillet, is to ensure that the industry continues to continue to attract high quality offshore business. It does not, it will be set out to the increasingly aggressive competition from some of its rivals - not least Channel and the Isle of Man.

Last year, it introduced the International Business Companies, under which businesses can opt for a rate of tax as low as 0.5 per cent, and a two-hour incorporation service. "These companies with a sound track record will find no difficulty in getting a licence," says Mr Syrett. "We are very open for quality business."

AGRICULTURE

Mixed fortunes across the industry

As far as arable crops are concerned, the past three years have been average at best and disastrous at worst

Historically, agriculture has been Jersey's most important industry but over the past 50 years it has been eclipsed by the rise of the tourism and finance sectors.

About 60 per cent of the island's land is given over to agriculture, but it contributes only 4 per cent of the income for 1992, compared to 60 per cent generated by the financial sector.

However, the countryside has been a big factor in Jersey's success as a tourist resort and it is in the island's best interest to maintain agriculture as a viable industry, but over the past three years the value of agriculture, excluding the dairy industry, has fallen from \$10m to just over \$5m.

Many young growers are leaving the industry and it has been a disaster for the remaining few. The dairy sector of the industry is looking remarkably healthy, Jersey's famous cows produce milk with a rich cream content, and even though demand for full-fat milk has dropped, sales have continued to increase and are now worth more than \$10m a year. This goes against the trend as milk sales in most European Union countries are dropping steadily.

Since 1984, the Jersey Milk Marketing Board has been obliged to take all the milk produced in the island. The limited local market for dairy products and the increasing demand for low-fat products has made it difficult for the board to sell all that it receives.

A recent development has been a move into the portion control market, which has been extremely successful since 1988. Jersey milk pots are now being used by British Airways, Dairy Crest, the milk processing and supply subsidiary of the Milk Marketing Board in England, and British holiday camps. The JMBB is also negotiating with McDonald's, the hamburger chain.

The dairy is due to buy an extra \$1.6m of packaging material within the next year to cope with demand and bring production up to 280,000 units a year. Despite this, the JMBB still receives a subsidy of £1m from Jersey's government, the States, each year.

As far as arable crops are concerned, the past three years have been average at best and disastrous at worst. The main crop, the Jersey Royal potato, accounts for roughly half the annual crop returns. Since 1990, when the crop was worth more than \$20m, returns have dropped by almost 50 per cent.

This is not purely due to competition from Cyprus and the Canary Islands - the Jersey Royal potato is now being successfully grown in the island and is bought by a number of the national supermarket chains in the UK. Indeed, tomatoes, once the exclusive province of Guernsey, are now being grown with far more success in Jersey.

Other crops, such as asparagus, are being investigated but to be of use to the industry they have to be grown in a quantity that would be of interest to a supermarket chain.

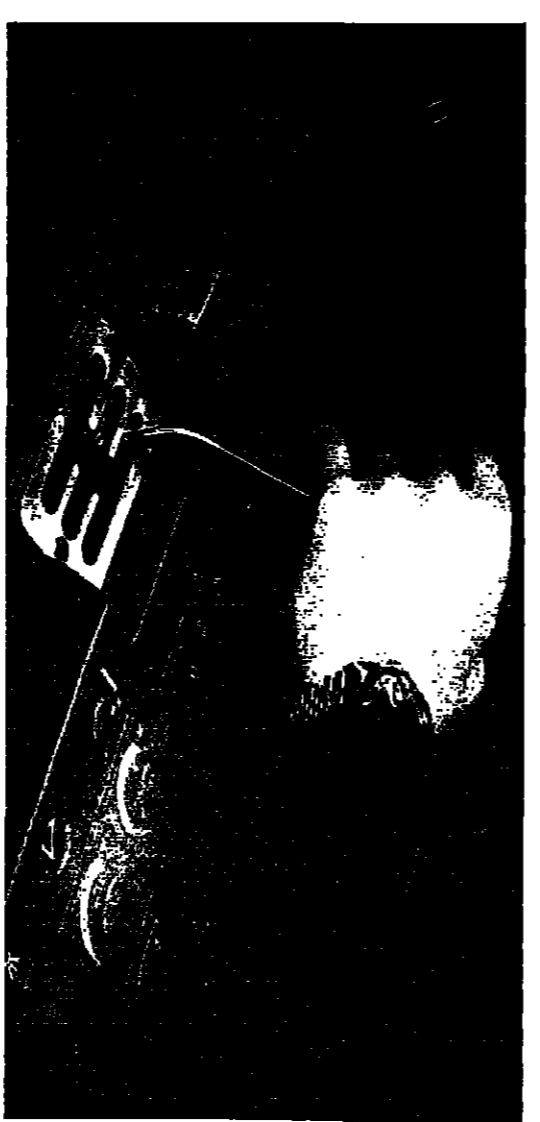
Different varieties of existing crops, such as brussels sprouts and flowers, are constantly being investigated by the local States' farm, which has pledged £20,000 specifically for this research. Marketing groups are carrying out their own work but as yet nothing new is being grown in significant quantities.

The trend of the past few years indicates that farmers are returning to the Jersey Royal as the crop most likely to give them a good return on their investment.

While it faces the greatest competition from overseas it remains a unique product with a recognisable brand name. The realisation that it is a quality crop which can command a high price has led to greater care being taken during harvesting. As a direct result of the recession, Jersey's Department of Agriculture and Fisheries has decided to direct the £7.5m of aid it gives out in 1994 to those who can demonstrate that they are in need.

Richard Pedley

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He said the Irish market was picking up largely due to an increase in departures

our flag

Sue Stuart

century on last year. "This year is a real getting-up resurgence of interest in the fair," says the director, "and it's very exciting by market. I think the reasons are that many of our hotels have large family rooms so they can have a 15-20 per cent price advantage over Mediterranean destinations. Also, the speed and ease of getting there is so appealing for children," he said.

He said the Irish market was picking up largely due to an increase in departures to Ireland. "It is very much part of the desire of the public to travel from local airport. Other destinations may be accessed from only three or four cities but Jersey can be accessed from many other airports."

Jersey's conference business has suffered because of the recession but is expected to pick up next year. The 1990 season also brought a large number of the 17th visitors. Many large conventions brought about 140,000 a year.

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JERSEY

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